



Department of Planning & Zoning

King Street Retail Study

The Vision for King Street

- **Creates a strategic approach that allows the street to adapt to an ever changing market;**
- **Enhances King Street as the historical, cultural and retail focus of Alexandria;**
- **Encourages an attractive, vital pedestrian place serving locals and visitors alike - an inviting and active street;**
- **Builds upon its traditional town character with its close relationship to the residential community;**
- **Supports unique retail activity on the ground floor and office and residential uses on the upper floors to provide day and evening activity;**
- **Capitalizes upon the history in general and the waterfront history in particular;**
- **Manages the parking and transportation to enhance the visitor experience and minimize the impact on the residential community.**

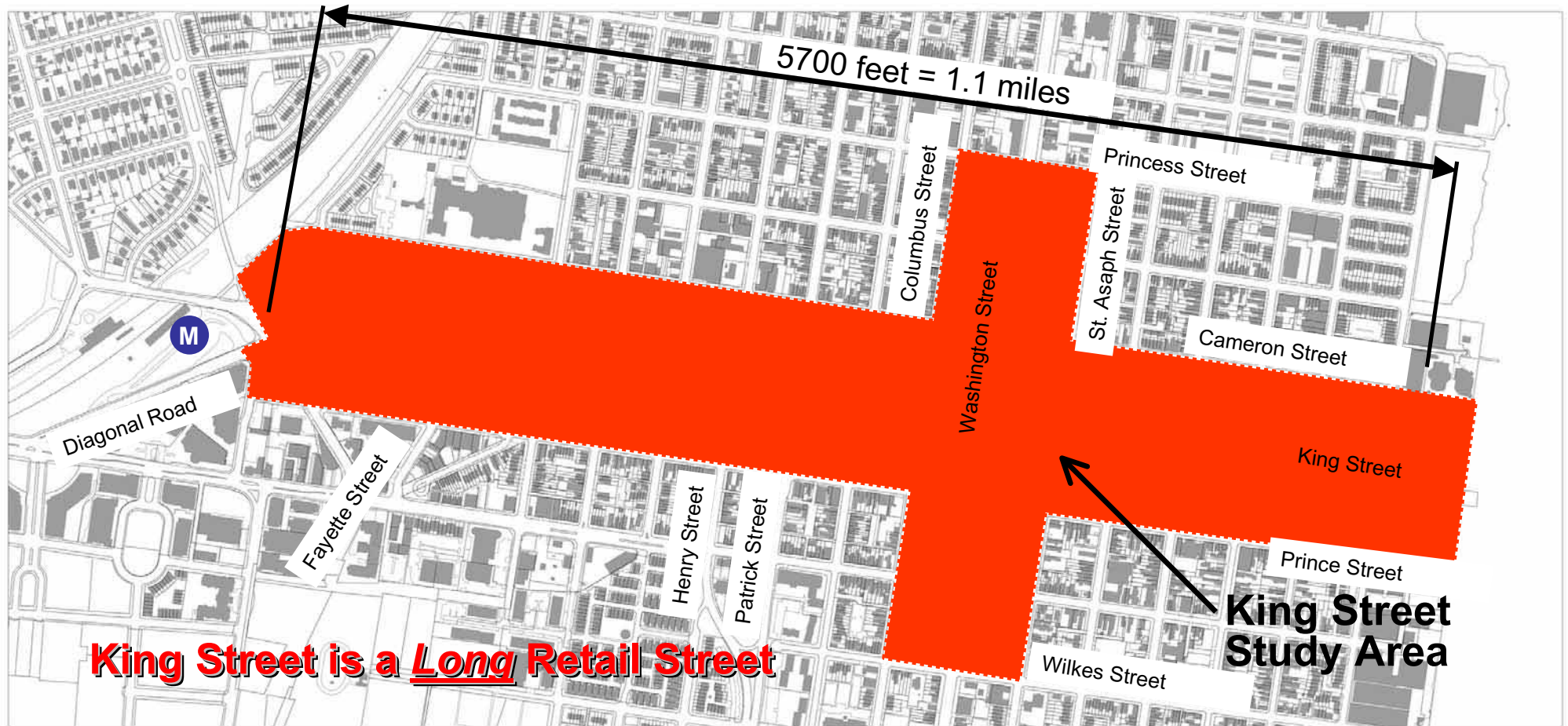
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The Vision is achieved through Guiding Principles & Recommendations

- **Land Use**
- **Streetscape – *the pedestrian experience***
- **Waterfront**
- **Historic/Cultural**
- **Parking**
- **Circulation/Transportation**
- **Management/Marketing/Incentives**

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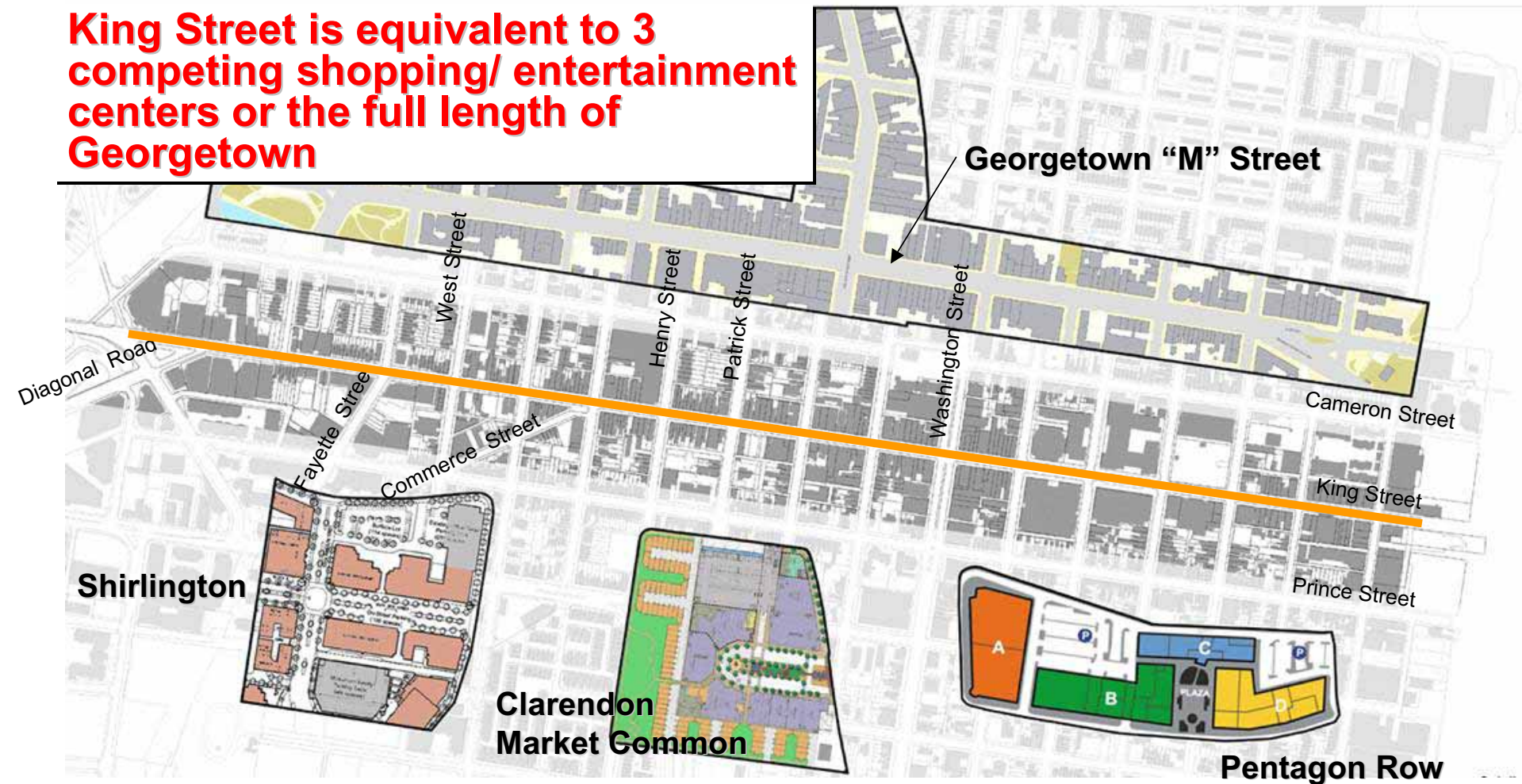
The Study Area



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Comparative Analysis

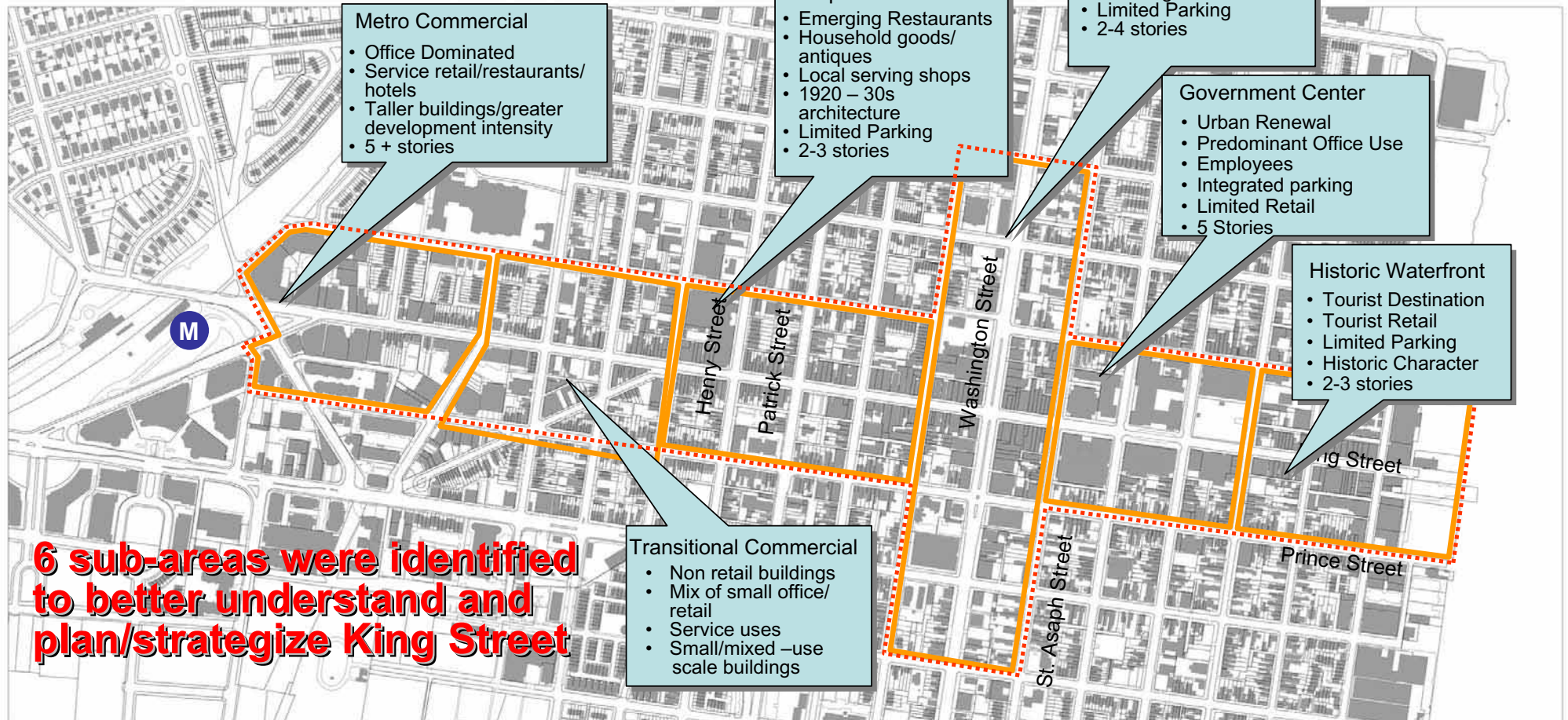
King Street is equivalent to 3 competing shopping/ entertainment centers or the full length of Georgetown



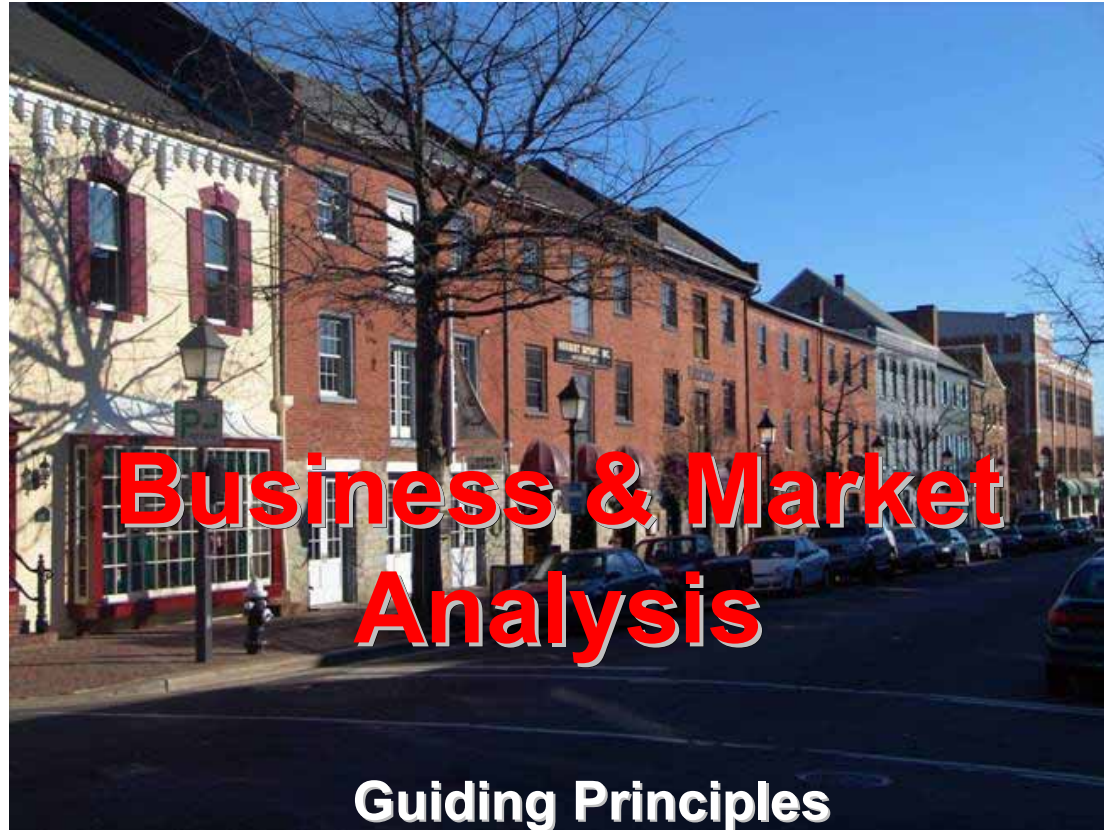
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Sub Area Analysis



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Business Survey

- **Business Interviews (25+ Stores)**

- ❖ Average years in business: 11
- ❖ Average Size: 4,869 SF
- ❖ Average Employees: 12.6
 - *Excluding Restaurants* 7.2

- **Typical Hours of Operation:
Different Closing Times**

- ❖ *Open 10/11 AM* 95%
- ❖ *Close 6/7 PM* 37%
- ❖ *Close 8/9 PM* 32%
- ❖ *Close 10/11 PM* 16%

- **Average Rent:**

\$29.87/SF

- **Key Competition:**

- Georgetown & Pentagon City

- **Sales Data**

- ❖ King Street Average Sales: \$352/SF
- ❖ National Average: \$265/SF
 - King Street High: \$1,066/SF
 - King Street Low: \$129/SF
- ❖ Sales Trends
 - King Street Average: +1.2%/Yr
 - King Street High Trend: +16%/Yr
 - King Street Low Trend: -15%/Yr
 - Share w/Sales Increasing 59%
 - Share w/Sales Decreasing 35%

- **A general decrease in the “Waterfront District and an Increase in “Regional Crossroads”**

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Business Mix

• Number of Businesses: 539

❖ Retail	302 (55%)
– Shopper Goods	167 (31%)
– Restaurants	75 (14%)
– Personal Service	40 (7%)
– Convenience	20 (4%)
❖ Offices	182 (34%)
❖ Vacant Spaces	55 (10%)

• Total Area of Retail Businesses

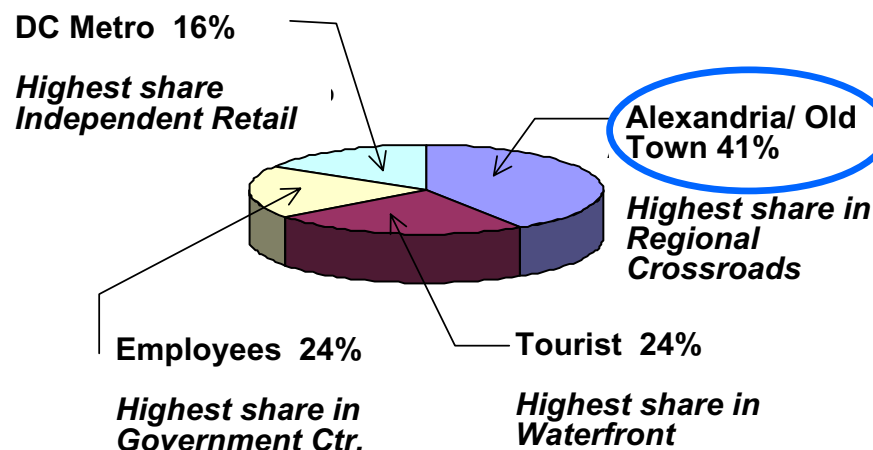
❖ Retail Area	883,000 SF
<i>(equivalent to Ballston Commons)</i>	

• Net Change in Inventory Last 6 years 6,000 SF or 0%

• Independents v. Chains

• Number of Chains	31 (10%)
• Square Feet	135,400 (18%)
• 600 Block	8 (57%)
• Net Change 96 – 03	+3 (01%)

• Source of Business (2003)



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Business Survey

Key Issues for Business Owners

	% of responses
1. Marketing of King Street	(16%)
2. Employee Parking	(12%)
3. Customer Parking	(12%)
4. City Regulatory Environment	(12%)
5. Streetscape/Environment	(9%)
6. Overall Economy	(7%)

Market Findings

Net New Demand for Selected Uses (2008)

• Convenience Food	11,900 SF
• Department Store	33,200
• Market/Grocery/Pharmacy	40,000
• Apparel	5,700
• Shoe Stores	19,700
• Home Furnishings	11,900
• Hardware	2,300
• Misc. Shoppers Goods (books, CDs, hobby)	23,500
• Restaurants (no bar)	-24,000
• Bar/Pub	29,700
• Cinema, related entertainment	45,000

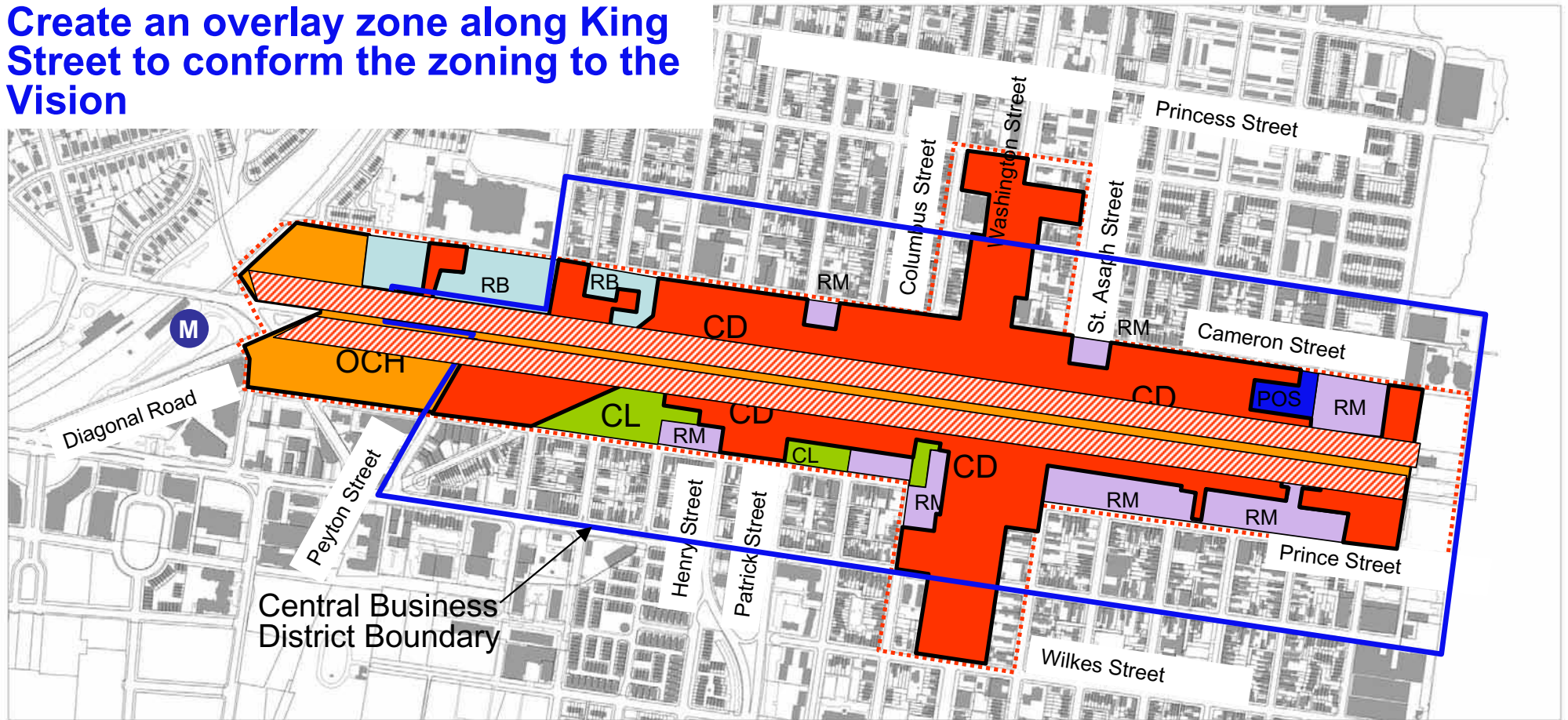
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Regulatory Controls – Zoning

Create an overlay zone along King Street to conform the zoning to the Vision



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LAND USE – CD ZONE

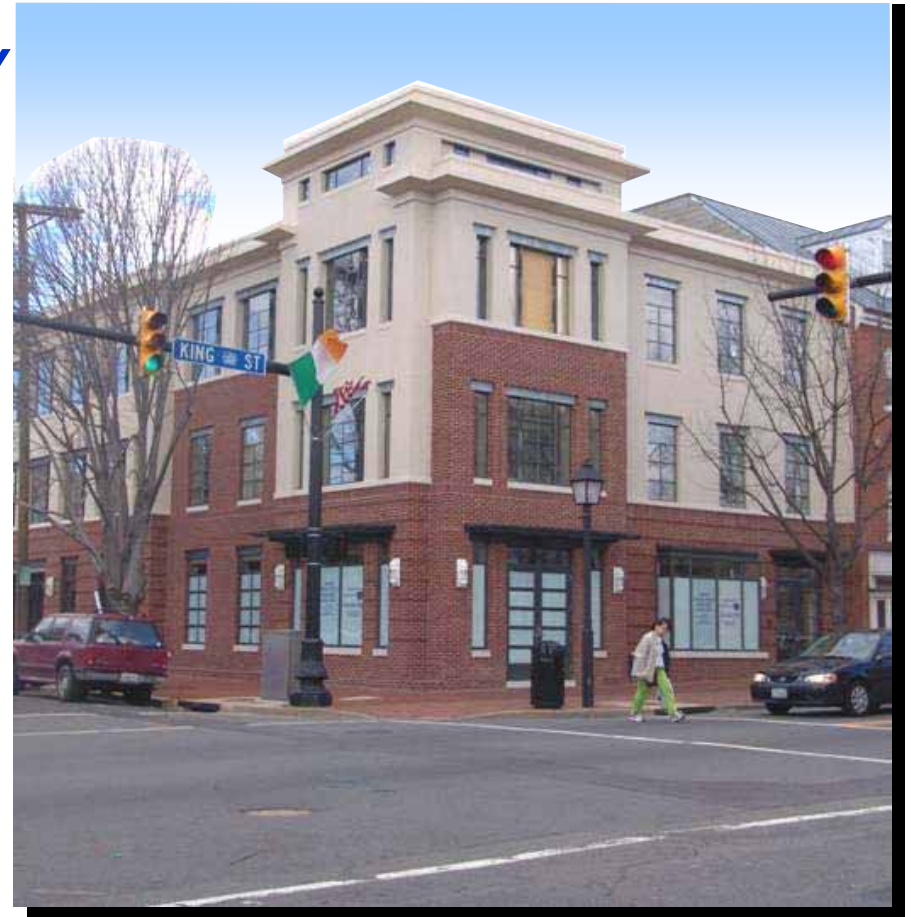
GOAL: CREATE A LIVELY RETAIL DISTRICT AND A PEDESTRIAN FRIENDLY STREETScape

GROUND FLOOR USES

- Optimize the pedestrian experience by requiring retail at the ground floor with active storefronts;
- Prohibit new ground floor office use;
- Limit the width (street frontage) of personal services and financial institutions.

UPPER FLOOR USES

- Encourage new residential and office on the upper floors to add to the daytime and evening activity;
- Reduce parking disincentive for residential
 - *Modify parking requirements to allow one parking space per residential dwelling unit (currently 1.3 to 1.75)*



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LAND USE – CD ZONE

Ground floor office uses create dead pedestrian zones along the retail streetscape. Office uses tend to close off windows for privacy, creating blank facades.



They Can't Give it Away

A British bank testing responses to its window displays put up a sign offering a 5 pound note to anyone who would step inside to collect it, the BBC reported. After two hours, no one had taken up the offer. A spokeswoman told the BBC, “**The basic conclusion that we came to was that people would much rather look at shops that are selling dresses than financial services.**”



Pedestrian spaces become the smoking zone!



Ground floor office uses create dead pedestrian spaces in the retail/ pedestrian areas

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LAND USE – CD - ZONE

GOAL: CREATE A LIVELY RETAIL DISTRICT AND A PEDESTRIAN FRIENDLY STREETScape

- Adjust the USES to be consistent with the King Street Concept
 - *Eliminate the inconsistent uses, e.g. single family housing, townhouses, hospitals*
- Incorporate incentives where possible to achieve the desired goals for King Street
- Recognize that King Street is a series of related districts with different characteristics and requirements



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LAND USE – CD ZONE

GOAL: CREATE A LIVELY RETAIL DISTRICT AND A PEDESTRIAN FRIENDLY STREETScape

- Ease the approval process for small businesses;
 - Administrative SUP for approval of full service restaurants less than 60 seats located west of Washington Street
- Permit outdoor dining with use permit;
- Permit valet parking for individual business with an administrative use permit;
- Create store front design guidelines;
- Limit amount of fast food dining per subarea by requiring SUP for all food vending venues where the primary business is carry out food



New Opportunities for Sitting and Dining along King Street

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STREETSCAPE & THE PEDESTRIAN ENVIRONMENT

Guiding Principles

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STREETSCAPE – The Pedestrian Zone

- Assure the highest quality in the public realm
- Create an inviting pedestrian experience
- Assure cleanliness
- Establish a minimum width for the pedestrian zone
- Enhance the landscaping

Running Bond



Herringbone



Basket Weave



Herringbone

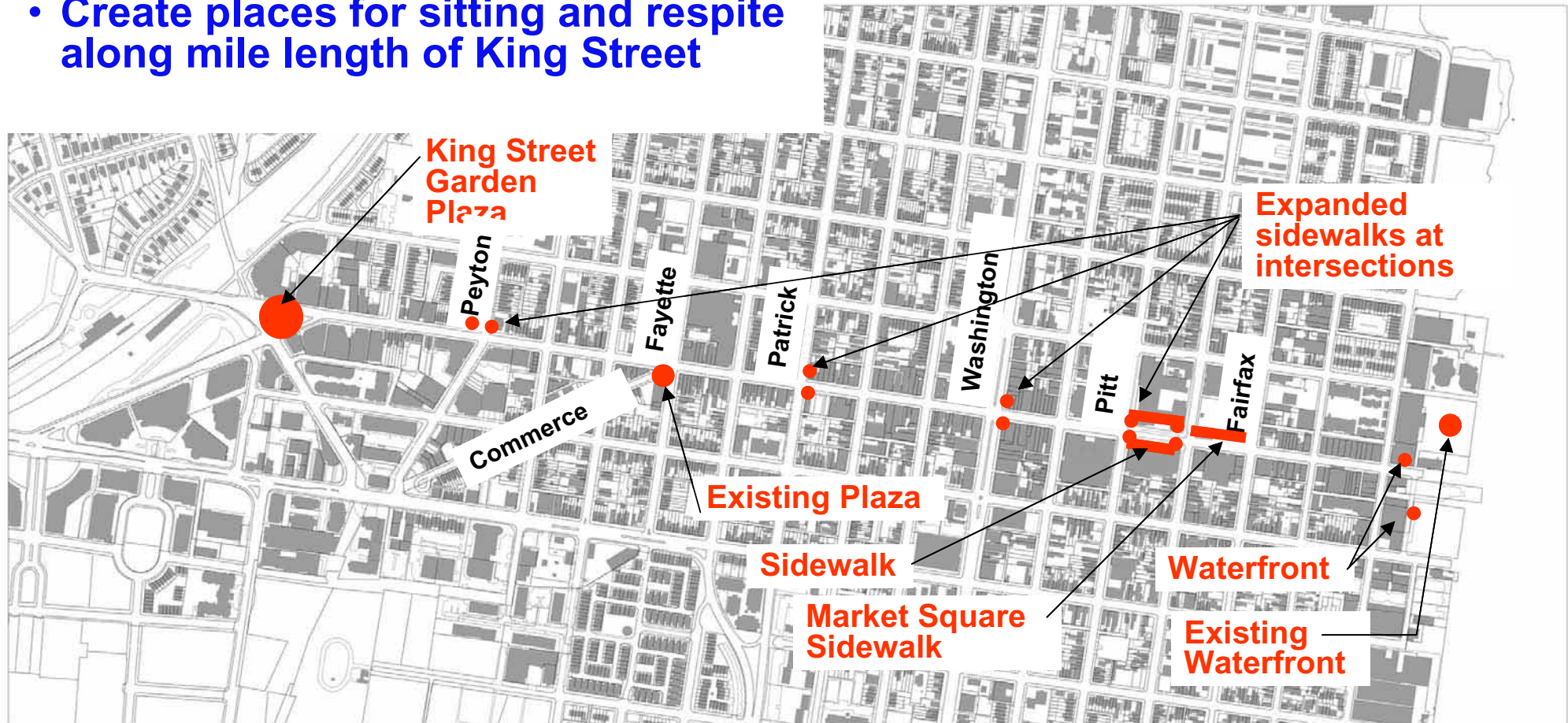
Basket Weave



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The Pedestrian Experience

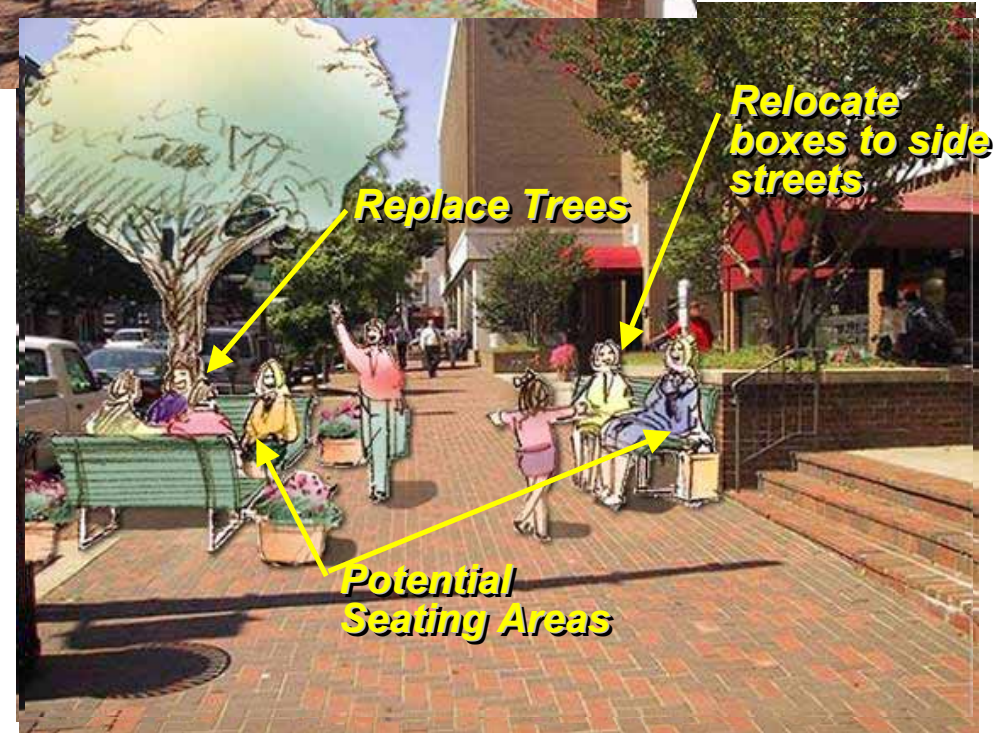
- Create places for sitting and respite along mile length of King Street



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Pedestrian Experience

- Enhance the landscaping while creating places to sit and relax



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PEDESTRIAN EXPERIENCE – Clutter

- Create an enhanced pedestrian experience by designing the street and removing the visual clutter



**Unorganized
street elements**



General Clutter



**Public
Infrastructure**

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STREETSCAPE – The Street Clutter

- Create standards and guidelines to ensure that the public and the private elements in the streetscape are well designed and appropriate to the historic character



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STREETSCAPE – Pedestrian Environment

- Assure that the infrastructure elements are consistent with the historic character of the street



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STREETSCAPE – Pedestrian Environment

- Assure that the graphic program is planned and consistent with the historic character of the street



The signs should have a theme of welcome to Alexandria – but most are "don't do this, limit that"

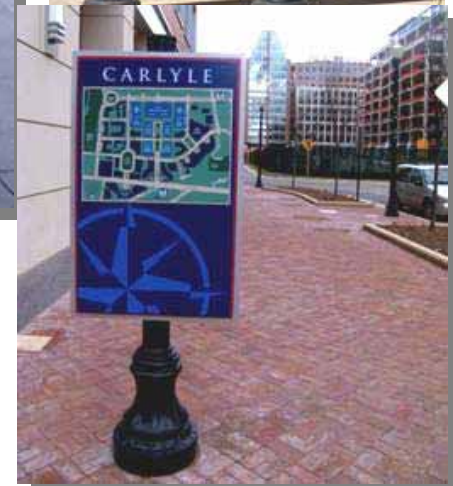
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STREETSCAPE – Pedestrian Environment

- Assure that the graphic program is planned and consistent with the historic character of the street



Multiple messages on one sign



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STREETSCAPE – Pedestrian Environment

- Provide easy opportunities for outdoor dining to enliven and provide color and activity on the street

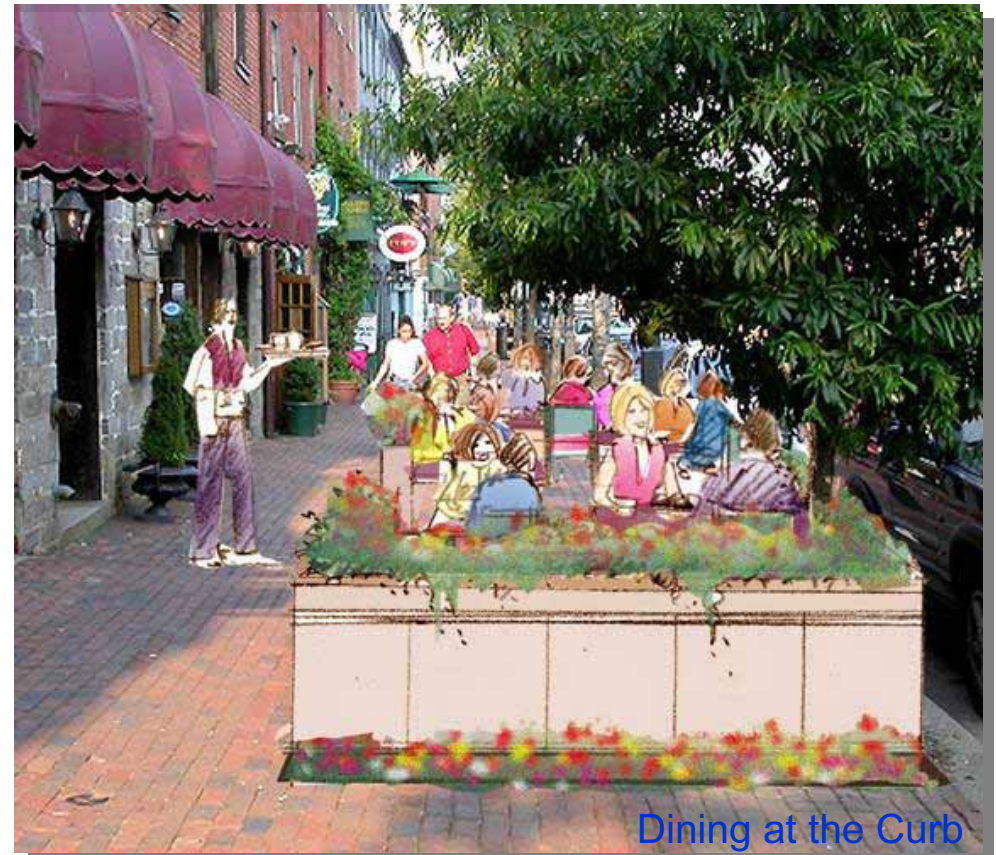
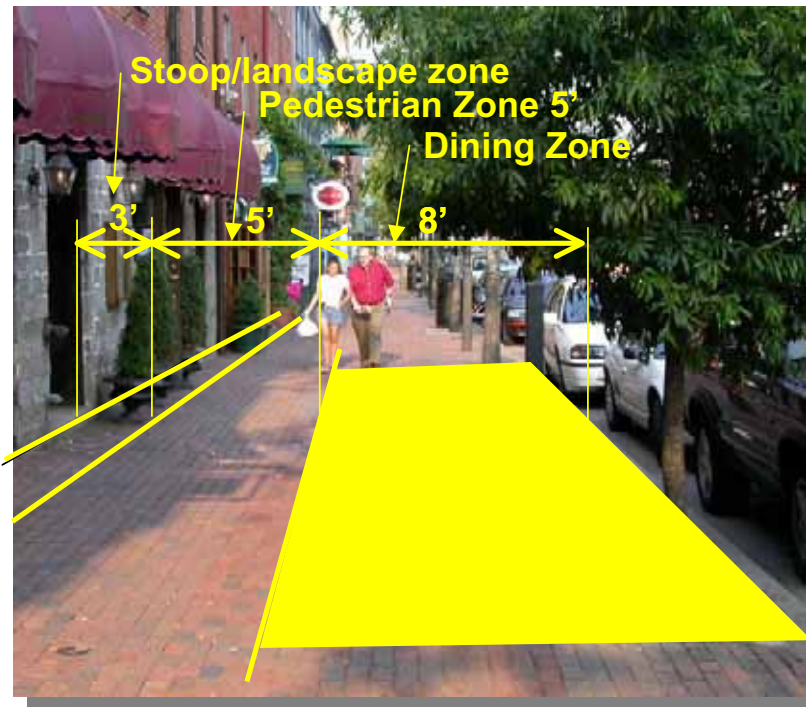


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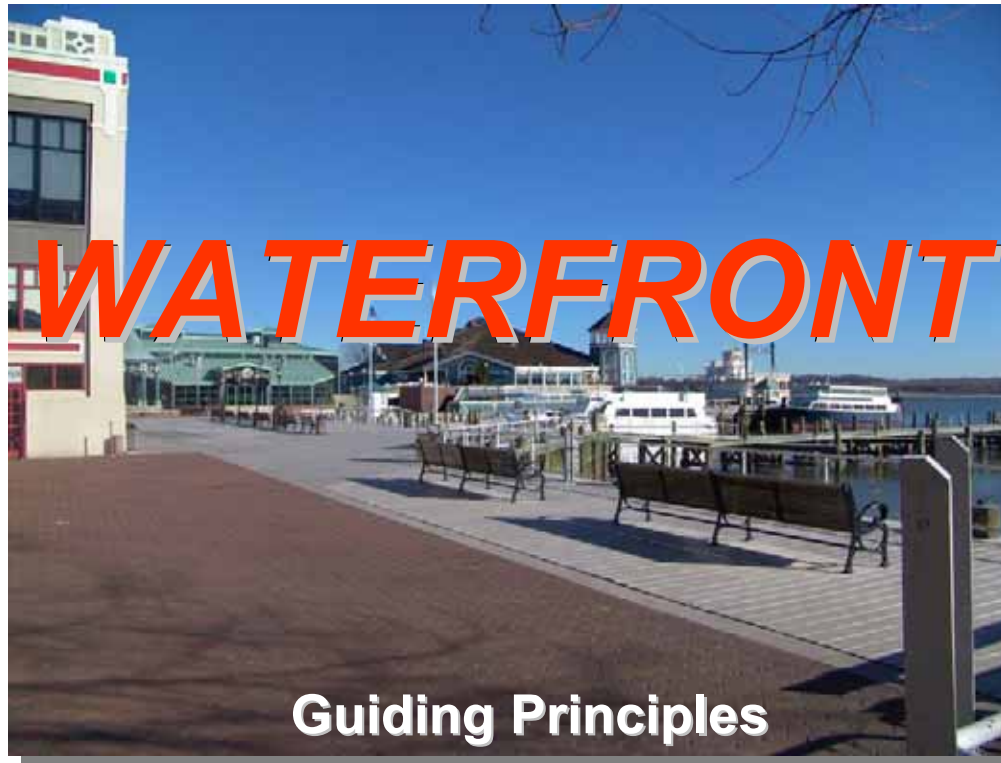
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STREETSCAPE – Pedestrian Environment

- Provide easy opportunities for outdoor dining to enliven and provide color and street activity



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WATERFRONT

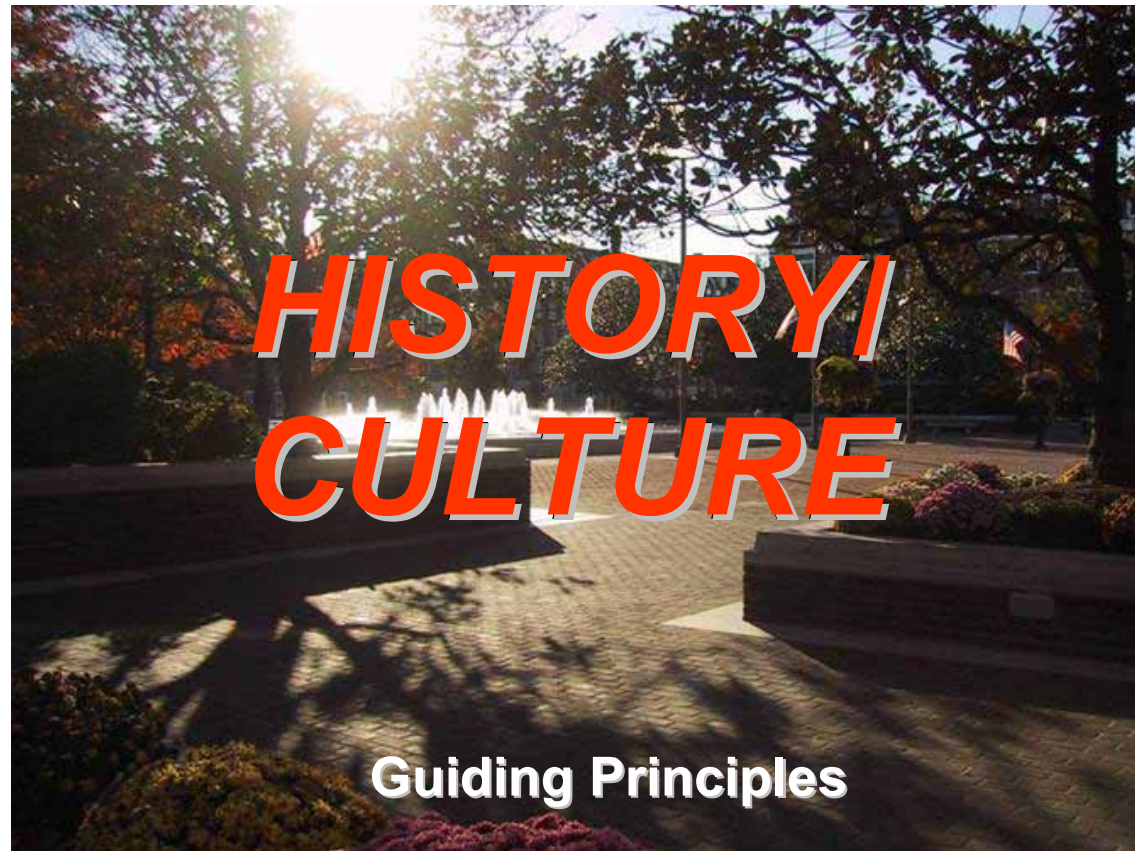
- Create a public waterfront that reflects Alexandria's waterfront the world class reputation



- Undertake a planning process to define the uses and design of a revitalized waterfront east of Strand and between King & Duke
- Obtain waterfront properties at foot of King Street & along the Strand

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HISTORIC CULTURE

GOAL: PRESERVE & WHILE CAPITALIZING ON ALEXANDRIA'S HISTORY

- Develop the “Alexandria Walk” as a major attraction for King Street/Old Town including:
 - Common signage
 - Common hours
 - Common promotion
 - Self Guided and Docent Guided Tours
 - Museum Shop
- Complete the inventory of the secondary historic resources
- Encourage the completion of the historic plaque program



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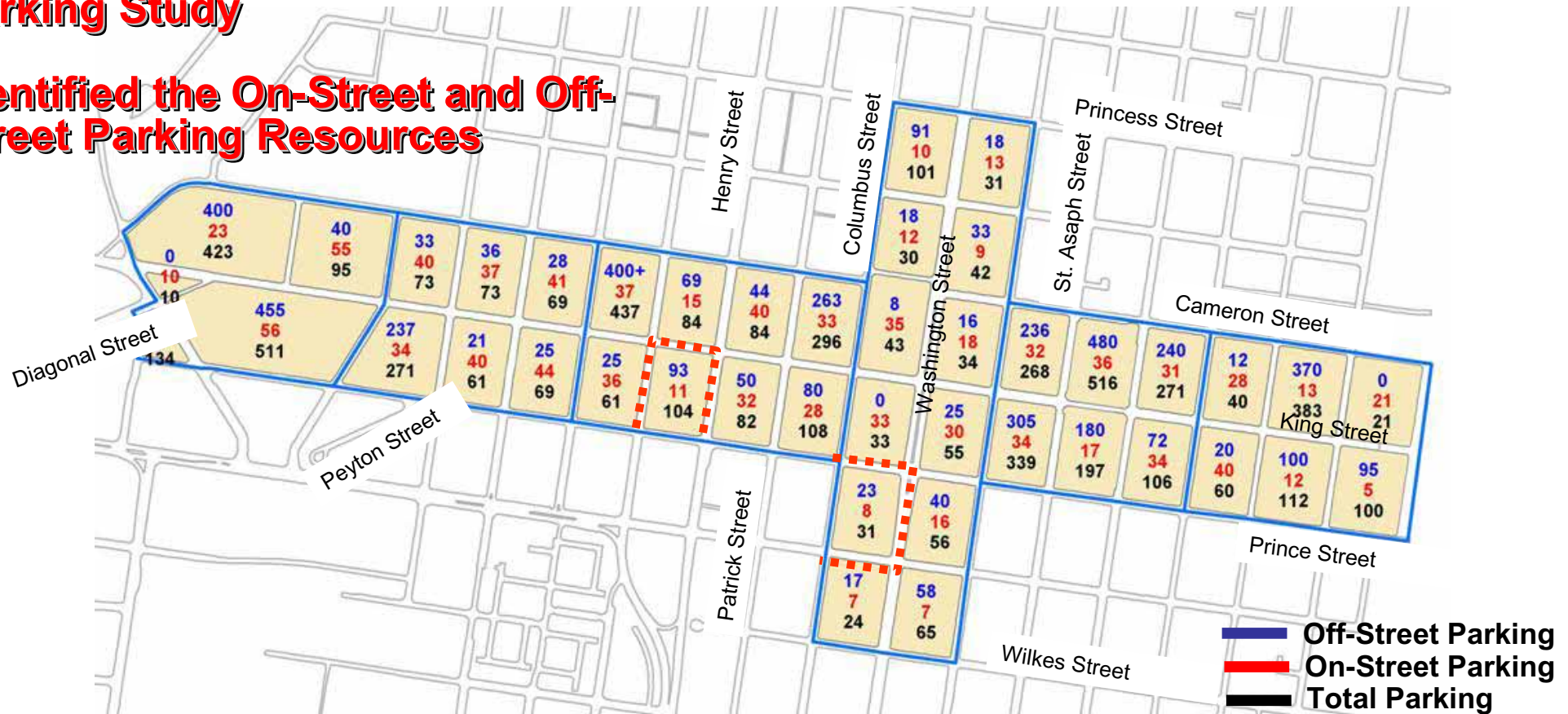


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PARKING –

Conducted Comprehensive Parking Study

Identified the On-Street and Off- Street Parking Resources



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PARKING –

What we found:

- A perception of a parking need;
 - Retail parking
 - Employee Parking
- Limited number of public parking facilities;
- Private parking has limited public access;
 - 606 spaces not available on weekend or evenings
- 19% of the total 6000 parking places is on-street;
- Parking is not coordinated as a public resource – no parking district;
- Parking is not required for ground floor uses nor office as an upper floor use.



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PARKING –

On-Street Parking Occupancy: Percent of Unoccupied Spaces

Sub-Area	11am -1pm	1pm- 3 pm	3 pm- 5 pm	5 pm- 8 pm
Historic Waterfront			20%	
Government Center			24%	22%
Regional Crossroads	26%	34%	48%	36%
Independent Retail		28%	39%	37%
Transitional Commercial	30%	38%	41%	38%
Metro Commercial	28%	32%	33%	25%

- Despite perceptions, generally on-street parking is available
 - *Waterfront & Governmental Center fully occupied at mid-day*
 - *Waterfront tight in the evening*
 - *Other areas have capacity at all times*
- High level of turnover:
 - *Lowest - Transitional Commercial (2.9/space)*
 - *Highest - Governmental Center (5.7/space) & Historic Waterfront (5.4)*
- Average duration under two hours,
- Longest duration (over 6 hours) concentrated in a few blocks

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PARKING –

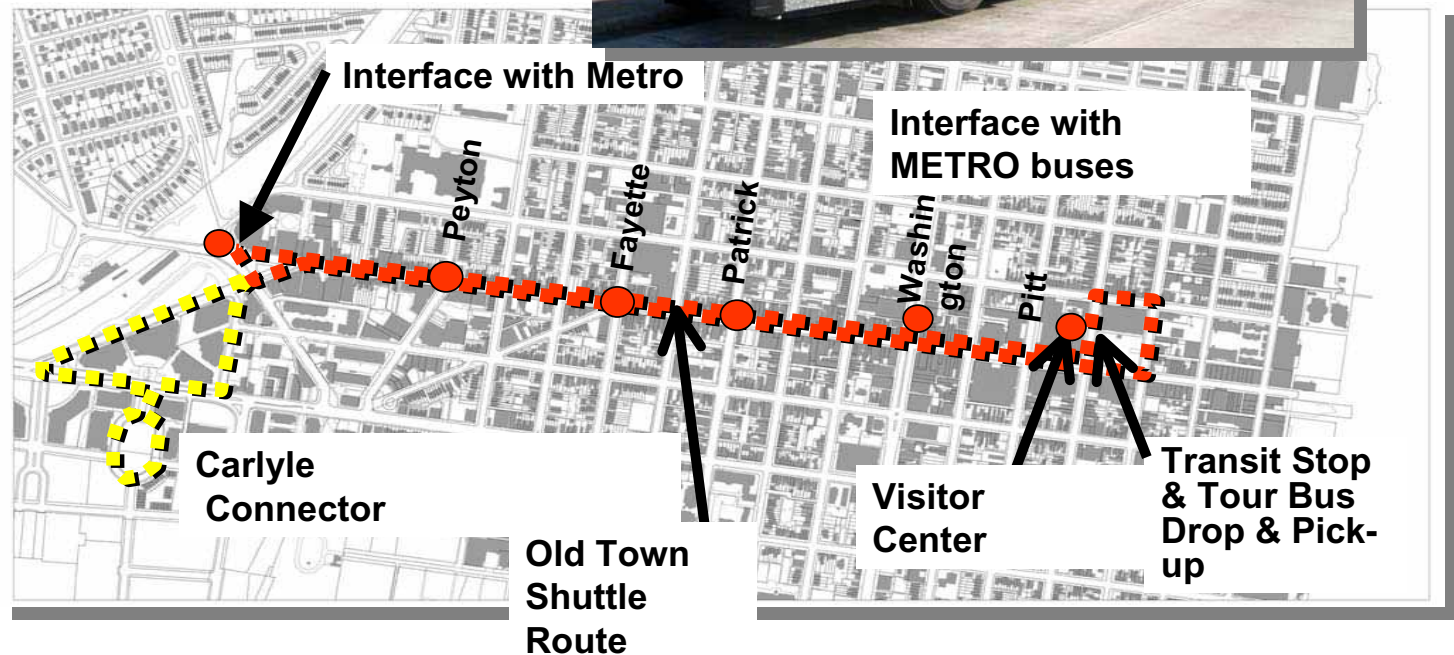
Parking Improvement Strategies

- **Serve the retail customer with the traditional on-street parking;**
- **Serve employees and longer-term customers with off-street parking – maximize garage usage**
- **Assure on-street parking by maximizing the use of off-street parking:**
 - **Work with private garage owners to permit/encourage public parking**
 - **Create brochure and website**
 - **Develop uniform, Old Town parking signage program**
 - **Develop a program to encourage/ subsidize off-street employee parking**
- **Implement a revitalized “Park Alexandria” parking validation program**
- **Valet Parking - Simplify approval process - create standards permit administratively rather than through SUP.**
- **Maximize use of transit to the area – including local trips (e.g. PTO-to-Old Town)**

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CIRCULATION/TRANSPORTATION –
GOAL: MITIGATE THE AUTO TRAFFIC & PARKING THROUGH A SHUTTLE TRANSPORTATION SYSTEM

- **Transit Shuttle:**
 - Connect PTO to King Street during lunch hours
- Create a “fun”-special shuttle along King Street
- Coordinate stops with pedestrian seating areas



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TRANSPORTATION – CIRCULATION

- Enhance the Transit Shuttle Service on King Street to serve the employee and the customer
- Consider 3 types of shuttles to serve different markets:
 - *Work Trip*: Increase transit use to major employment sites;
 - *Lunch Shuttle*: Provide increased local access from employment areas;
 - *Evening Entertainment Shuttle*: Link parking garages and Metro station to restaurant/ entertainment areas.
- Utilize unique vehicles to create a special identity
- Incorporate a comprehensive graphic system that assures an understanding of the services
- Limit hours of service vehicles on King Street.



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MARKETING/ ECONOMIC INCENTIVES

Guiding Principles

King Street Retail Study Marketing Program

PROGRAMMED ACTIVITIES

Create programmed activities to differentiate King Street from the competition

- **Street Festivals & Events**
- **Farmers' Market**



PUBLIC ART

Capitalize on the reputation of the Torpedo Factory to attract visitors to art events

- **Permanent Art**
- **Temporary Exhibitions**



RECREATIONAL PROGRAMMING

Capitalize on Alexandria's waterfront as a recreational and open space amenity

- Open Space
- Trails
- Sailing/Boating/Marinas
- Boating Festivals
- Sports Events



ARCHITECTURAL HERITAGE

Capitalize on Alexandria's architectural & cultural heritage

- Walking Tours
- Educational Programs

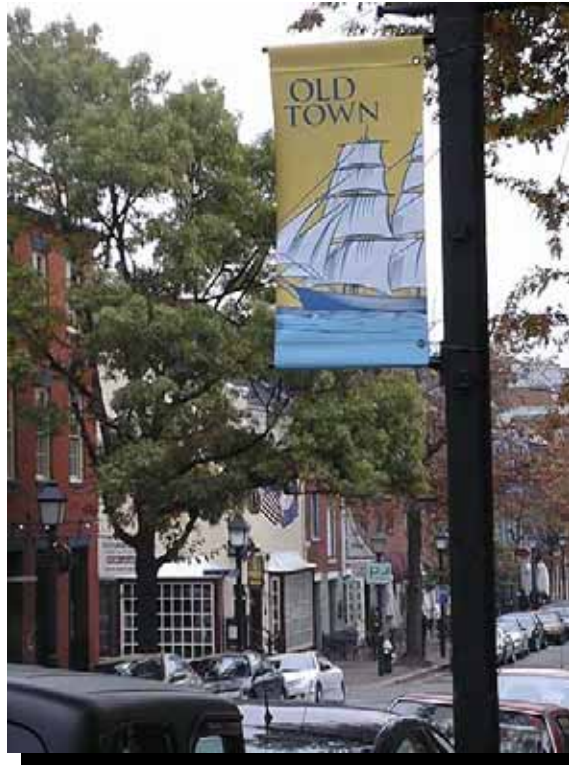


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Old Town/King Street Identification

CREATE PROGRAMS TO PROMOTE SEASONS OR EVENTS

- Provide changeable banner program to announce the seasons, holidays or special events



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Marketing Program

RECRUITMENT & RETENTION

GOAL: DEVELOP A PROGRAM TO RECRUIT APPROPRIATE KING STREET RETAIL

- Recruitment of Independent Retailers – Create programs to focus on attracting locally-owned, independent stores to fill vacant/new spaces;

Recommended types of retail

- Arts & Related Stores – Capitalize on the Torpedo Factory and Festivals
- Grocery Store – Capitalize on demand for groceries & pharmacies
- Entertainment – Meet the clear demand and market gap for entertainment venues (beyond existing side uses).
- Old Town Theater – Support the reopening of the Old Town Theater as a needed entertainment venue

- Waterfront Entertainment Venue – Consider a waterfront entertainment venue, perhaps the redevelopment of the City's food court:
 - Live Music Venue
 - Legitimate Theatre (theatre, children's puppet theatre, etc)
 - Cinemas - (art-house)
 - Museum/Exhibition Center (art exhibitions, historic/cultural permanent collection)
- Archaeology Museum
- Family Entertainment Center (recreation/ games w/ eat/drink)
- Community Entertainment Facility (rec/education facility, etc)



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Marketing Program

GOAL: DEVELOP A PROGRAM TO RETAIN APPROPRIATE KING STREET RETAIL

- **Retention** - Expand the outreach and monitoring of existing businesses to foresee problems and assist the business entities
- **Intervention** - Identify actions in support of threatened existing businesses;
- **Outreach & Promotion** - City/ACVA to develop programs for outreach and promotion in addition to the event planning. Identify methods of increasing business without increasing the number of visitors to King Street.
- **Networking** - Assist King Street businesses by creating networking programs to strengthening ties among the existing retailers
- **Local Buyer Programs** - Create local buyer programs to target residents, employee shoppers, and businesses so that local businesses assist each other by buying locally.
- **Hotels/Conferences** - Continue the ACVA effort to build close relationships with the hotels to ensure that hotel guests patronize the King Street businesses.



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King Street Management Organization

Create a public/private organization to manage the King Street initiatives and advise the City

- Create a Management/Advisory organization for King Street in Old Town - **King Street Partnership - (KSP)** to:
 - Support/Enhance the King Street Mission and Goals/Objectives
 - Advise the City on issues that relate to King Street
 - Coordinate the public/private parking resources
 - Coordinate with DASH to provide enhanced transit services
 - Establish/Monitor retail/entertainment standards or guidelines for operations
- Provide merchandising expertise
 - General Promotions
 - Merchandising Assistance
- Work with the City to establish public/private streetscape standards
- Identify public and private maintenance responsibilities
- Establish a Board which represents business and residential representatives

Consider funding through a Business Improvement District (BID) with paid management staff

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King Street
More than preserving the past -
A continuing work in progress

King Street Retail Study

THE PUBLIC BENEFIT

- Assures the opportunity for a healthy, active street that can prosper in an ever changing economic environment;
- Creates an inviting pedestrian retail environment to maintain leadership in a competitive market;
- Capitalizes on Alexandria's Old Town assets;
- Recognizes the balance between the commercial and residential communities;
- Begins the process of restoring the waterfront to public use;
- Creates a framework for a parking and transportation system to support the businesses while minimizing the impact on the neighborhoods;
- Provides a pro-active management, funding and implementation organization that shares "ownership" in King Street with the City.